Chapter-III

Methodology
The chapter describes the method of study to fulfil the objectives.

The study focused at two hierarchical levels i.e. managerial and clerical of different branches of public banks. For each of these levels, separate variables were undertaken. A multivariate correlational design was used to fulfil the objectives of the study.

**The Organization (Public Banks)**

The tradition of banking has been with us since the year 1148 when Case de San Giogio was established the word 'bank' is said to be derived from the Italian word 'banco', a bench. The early bankers, the Jews in Lombardy, transacted their business at benches in the market place. When a banker failed, his banco was broken up by the people whence our 'bankrupt'.

One of the earliest Italian banks, the Bank of Venice, was originated for the management of a public loan, or monte, as it was called. Macleod in his Elements of Banking, says:

At that period the Germans were masters of a great part of Italy; and the German word bank came to be used as its Italian equivalent monte, and was Italianised into banco and the loans were called indifferently monti or banchi.)
Since the dawn of history, man has been following one or the other form of business in his pursuit for livelihood, the earliest form of business being the one which system also known as 'capitalism' has been defined as 'an economic system in which business and industry is organised and carried on for profit by private enterprise with the minimum of Government interference'. The moneylenders exploit the uneducated masses. The system resulted in unequal distribution of wealth and incomes; the rich became richer and the poor poorer.

Because of the social inequalities and economic imbalances created by capitalism, resulting in acute situations in certain countries, another system called 'socialism' was advocated and adopted. It is a scheme of social organisation which places the means of production and distribution in the hands of the community. With the increase in awareness, the concerned authorities undertook this charge and as a result of which banks started being established. Their number increased not only in urban areas but also in rural areas. In the present times, banks have universally become almost absolute and reliable substitute to all other systems of many transactions. With the rapid expansion of economic system, the role of banks has become vital in modern age. Banks have become not only a part of life but also a foundation stone of economic system.
Areas (Selection of Branches)

The universe of the study was from the various branches of Public Banks i.e. Punjab National Banks (PNB), State Bank of India (SBI), Allahabad Bank, Bank of Baroda, State Bank of Patiala, Central Bank, Oriental Bank of Commerce (OBC). Different branches of Public Banks of Northern Region of India were selected and homogeneity of banks was maintained strictly. The banks located only in urban areas having public dealings were selected. Only those employees were selected who were members of at least management approved union of federation.

SAMPLE

A large sample of 360 (180 managers and 180 clerks) subjects was studied. Table 3.1 describes the number of subjects taken from different places and public banks.

Managers:

Sixty managers each from 3 age categories (younger, middle and old) were selected. A total of 180 managers were included in the sample. The managerial cadre included the employees working as Managers, Assistant Manager, Probation Officers, etc..

The number of managers varied from 1-10 in a division. A total of 180 managers were included in a sample.
Table No. 3.1

Frequency of Managers (M) and Clerks (C) in different branches of Public Banks

N=360

<table>
<thead>
<tr>
<th>Divisions/Branches</th>
<th>Rohtak</th>
<th>Sonipat</th>
<th>Jind</th>
<th>Faridabad</th>
<th>Chandigarh</th>
<th>Ambala</th>
<th>Hisar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Banks</td>
<td>M</td>
<td>C</td>
<td>M</td>
<td>C</td>
<td>M</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>State Bank of India (SBI)</td>
<td>7</td>
<td>9</td>
<td>5</td>
<td>6</td>
<td>4</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Punjab National Bank (PNB)</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>3</td>
<td>7</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>State Bank of Patiala (SBP)</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Oriental Bank of Commerce (OBC)</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Allahabad Bank (AB)</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Bank of Baroda (BOB)</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Central Bank of India (CBI)</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>35</td>
<td>24</td>
<td>22</td>
<td>27</td>
<td>29</td>
<td>30</td>
</tr>
</tbody>
</table>

CLERICAL LEVEL

Six categories of clerks were selected with 30 subjects were employed. The categories were sex x age, i.e., 30 male clerks, 30 female clerks from younger, middle and old age groups. At this level, a list of clerical employees was obtained from every branch. The clerical cadre included the employees working as Sr. Assistant, Assistants, Head Cashiers, Deputy Head Cashiers, Computer Operator, Stenographer, Data-entry Keeper etc.
Their number varied from branch to branch depending upon the size of that branch. Number of selected subjects in a branch varied from 1-9 and thus a total of 180 clerks were selected randomly.

**Material**

Standardized tests were selected to measure the organisational commitment, Union commitment and locus of control. The study was conducted using following standardized tools.

2. Indian Adaptation of Union Commitment Questionnaire by Ladd.
3. Indian Adaptation of Locus of Control Scale by Rotter (1966).

**Organisational Commitment Scale**

The Organisational Commitment Scale was developed by Allen and Meyer (1990). They developed three scale using items from Mowday et al. (1979), Buchanan (1974), and Quinn and Staines (1979) to measure the normative, affective and continuance conceptualizations of organisational commitment. Each scale contained eight statements presented in a seven-point Likert scale response format with the following anchors: Strongly Disagree,
Moderately Disagree, Slightly Disagree, Neither Agree nor Disagree, nor Disagree Slightly Agree, Moderately Agree, Strongly Agree. It has 24 items designed to measure the various dimensions of organisational commitment. The reliability for each scale was as follows: Affective Commitment Scale, 0.87, Normative Commitment Scale, 0.79, Continuance Commitment Scale, 0.75. Scale development has been supported by acceptable levels of reliability and validity (McGee and Ford, 1987; Meyer and Allen, 1984). There is no definite time limit for the administration of this test but it usually gets completed within 15-20 minutes.

Union Commitment Questionnaire (UCQ)

Union Commitment Questionnaire (UCQ) used in this study was Indian Adaptation of Union Commitment Questionnaire by Ladd et al. UCQ was used to determine the commitment of the employer to the union. The scale contained 28 statements presented in a five point Likert Scale response format with the following anchors: Strongly Agree, Agree, Uncertain, Disagree, Strongly Disagree. Questionnaire generally took 15 to 20 minutes.
Locus of Control Scale:

Locus of control scale is developed by Rotter (1966) Hindi Version Scale of Rotter’s Locus of Control Scale was taken. It was used to determine the internal-external orientational of the subjects. Rotter's Locus of Control Scale was self-administering test and can be administered individually or in groups. This was a forced choice instruments which consisted of 29 pairs of statements. Each alternative keyed as to a belief in either internal or external control of reinforcing event. High score indicated belief in external control (luck, chance, others etc.) Possible score on Rotter's Locus of Control Scale was 23 and minimum being 0. Written or oral administration of Rotter’s Locus of Control Scale generally took from 20-30 minutes. However, no time limit should be given for the test. Strong evidence is provided by Rotter (1966) for the high reliability and validity of scores obtained with the I-E scale. Hindi version of Rotter’s Locus of Control Scale is highly reliable both by split half and test-retest method split half reliability of the scale is 0.88 and test-retest reliability is 0.85. The correlation between English and Hindi version of the scale was found to be 0.89 which was significant at or beyond 0.01 level of confidence.
Procedure:

After completing the preliminary requirements of sample selection and tools selection, data collection was started. The appointments were prefixed individually with the managers of different branches of public banks of different cities. Being intellectual and curious beings, the purpose of the study was explained in a detailed manner which helped in establishing a proper rapport and collecting the information on various demographical variables after taking their consent. It was assured that the confidentiality would be maintained. The study had two quota sampling designs i.e. one at managerial level and another at clerical level. First of all, data was collected from the managers measuring their commitment to their organization through Organisational Commitment Scale (OCS) All the managers were requested to give their responses were requested to give their responses on Union Commitment Questionnaire (UCQ) and Locus of Control (LOC). Approximately 70 minutes were taken by every manager in completion of these three standardized questionnaires. After collecting the data of managers of one branch, the selected clerks (those who consented) were also given organisational commitment scale, union commitment questionnaire and locus of control. Most of the clerks were not
interested to fill the questionnaires. They had quarries in few items, which were resolved immediately. Finally, they fully cooperated.

**Scoring**

After collecting the data from different branches of public banks, the responses were scored. In case of Organizational Commitment Scale, there were three components i.e. affective, normative and continuance commitment. There were eight items in each components. Out of eight items, four items were positive, whereas rest of four were negative. Organisational Commitment Scale as a seven point scale, the scoring of which had been objectified by assigning ‘One of Seven’ scores respectively for seven alternatives of the positive items, sequentially rated from ‘strongly disagree to strongly agree’. For negative items, the scores assigned to each of the alternatives had been reversed.

The scoring system is given as below:

**Table: 3.2**

*Scoring systems of organisational commitment scale.*

<table>
<thead>
<tr>
<th>7 Items</th>
<th>Strongly Disagree</th>
<th>Moderately Disagree</th>
<th>Slightly Disagree</th>
<th>Neither Agree Nor Disagree</th>
<th>Slightly Agree</th>
<th>Moderately Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive items</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Negative items</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
The total of the scores obtained on all positive as well as negative items reveals the global expression. The possible range of the questionnaire was 24 to 168. Every item was scored manually and their raw scores were obtained. In this scale the individual obtaining higher scores was considered as an employee having higher commitment to organization.

In case of Union Commitment Questionnaire (UCQ) the scoring was done manually. There were 28 items out of which 14 items were positive rest of 14 items were negative. Every item was scored manually. UCQ is five point scale, the scoring of which had been objectified by assigning one to five scores respectively for five alternatives of the negative items, sequentially rated from 'strongly agree to strongly disagree' for positive items, the scores assigned to each of the alternatives had been reversed.

The scoring system is given as below

<table>
<thead>
<tr>
<th>Nature Items</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Items</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Negative Items</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Table : 3.3
Scoring system of union commitment questionnaire
The possible range of the questionnaire was 28 to 140. In this scale the individual obtaining higher scores was considered as an employee having higher commitment to the union.

In case of locus of control the scoring was done manually as per instructions given in manual. This scale was a forced choice instrument, which consisted of 29 pairs of statements, 23 of which were scored. These were 6 filler items (item No. 1, 8, 14, 19, 24, 27) which were not scored. High score indicated external locus of control on Internal – external dimension of the scale.

In this way, the scoring of all questionnaires at both levels i.e. managerial and clerical was done.

Analysis:

The data was subjected to two type of analysis at both the levels, i.e., managerial and clerical separately.

i) **Inter-correlations at Managerial and Clerical Level**

Product Moment Correlation technique was used to study the interrelationship between 8 variables i.e., 3 components of Organisational Commitment, 1 Total Organisational Commitment, 1 Locus of Control, 1 Union Commitment, 1 Length of Experience and 1 Mode of Recruitment through Direct Selection or Promotion. The mean and standard deviation for all these variables were computed.
In case of managers, gender difference was ignored. These variables were computed at three age levels i.e., younger, middle and old age.

In case of clerical cadre, two quota sampling was followed. Both categories were computed at three age levels i.e., younger, middle and old age. Similarly correlations were obtained upon the data of clerical staff on 8 variables i.e. 3 dimensions of Organisational Commitment, 1 Total Organisational Commitment, 1 Locus of Control, 1 Union Commitment, 1 Length of Experience and 1 Mode of Recruitment through Direct Selection or Promotion.

ii) Regression

In order to predict the role of locus of control, length of experience, mode of recruitment (directly or through promotion) components of organisational commitment in determining organisational commitment and union commitment, stepwise multiple regression was undertaken. First stepwise regression encompassed the total of 8 independent variables (Global organisational commitment, affective commitment, normative commitment, continuance commitment, union commitment, locus of control, length of experience, mode of recruitment) of 360 subjects (both clerks and managers) with union commitment as dependent variable. Second stepwise regression involved same independent variables with
organizational commitment as dependent variable. In addition, organizational commitment and union commitment have been regressed upon these 8 independent variables on 180 clerks and 180 managers separately.